



# JUDICIAL COUNCIL OF CALIFORNIA

ADMINISTRATIVE OFFICE  
OF THE COURTS

*Announces an Outstanding Career Opportunity for the Position of*

## ADMINISTRATIVE DIRECTOR OF THE COURTS



*Recruitment Services Provided by Ralph Andersen & Associates*



## THE OPPORTUNITY

The Judicial Council of California seeks a dynamic and experienced individual to serve in the critical role of Administrative Director of the Courts (AD or Administrative Director). California's judicial system is the largest in the United States, and is recognized nationally as a leader in court administration, access to justice, and improving service to the public.

The constitutionally created Judicial Council is the statewide entity responsible for setting statewide rules of practice and procedure and overseeing the development and appropriation of the branch budget to provide local courts with the resources they require to meet the needs of their communities, as well as developing and adopting branch policies.

The Administrative Office of the Courts (AOC) serves as the council's staff arm and implements its policies and directives. The office also provides a wide range of direct administrative, financial, and legal assistance and support to the judicial officers and staff of the courts.

The Administrative Director is Secretary to the council and works closely with Chief Justice Tani Cantil-Sakauye and the Judicial Council, as well as with judicial officers, courts, and stakeholders to set priorities and develop strategies to improve the abilities of the courts statewide to ensure access to justice for all Californians. He or she leads and manages a staff comprised of hundreds of employees working in diverse areas including legal services, budgeting, court services and programs, information technologies, human resources, community outreach, governmental affairs, and judicial and staff education.

## THE CALIFORNIA JUDICIAL BRANCH

More than 2,000 judicial officers preside over the courts in the California Judicial Branch: one trial court in each of the 58 counties; six intermediate appellate courts in nine locations; and the Supreme Court. Courts are located in rural, suburban and urban locations in varied geographic, demographic, and economic settings, and trial courts range in size from two to more than four hundred and fifty judges.

The courts employ approximately 21,000 individuals. The Judicial Branch has an annual budget of approximately \$3 billion dollars.



Starting in 1997, statutory reforms have dramatically changed the structure of the branch, shifting funding from a partially county-based to a fully state-based system, thus alleviating some of the systemic inequities caused by differences in economic health among the various counties. A few years later, following an initiative authorizing local courts to decide to unify, the two levels of trial court and the more than 220 individual courts in the state were merged into fifty-eight superior courts, one in each county.

At the end of the first decade of the 21st Century, ownership of more than 450 court facilities, and responsibility for their repair, maintenance, and building, were shifted from the counties to the state, under the oversight of the council and the AOC.

## THE CHIEF JUSTICE OF CALIFORNIA

Tani Cantil-Sakauye has served as Chief Justice of California since January 3, 2011. She served on the trial court bench for 14 years and on the Court of Appeal for 6 years before being elevated to the Supreme Court. She was a member of the Judicial Council for two years before becoming Chief Justice, and served on a number committees statewide and locally addressing diverse areas relating to the administration of justice. Under the Constitution, she serves as Chair of the Judicial Council, and works closely with the Administrative Director.

## THE JUDICIAL COUNCIL OF CALIFORNIA

The voting membership of the council comprises fifteen jurists, four members of the State Bar and two legislators, each of whom serves for three years, and additional non-voting judicial officers and court executives.

The council meets in public session at least eight times a year. Numerous advisory committees, task forces, and special committees and commissions make recommendations to the council concerning rules, procedures, and policies in specific areas. The members of these groups are hundreds of judges, court executives, lawyers, and others interested in improving the administration of justice. Every presiding judge, justice, and court administrator is a member of the Presiding Judges, Appellate Presiding Justices, and Court Executives committees, as appropriate. A 30-person Trial Court Budget Working Group, which makes budget development and allocation recommendations to the council, is divided equally between judges and court Executive Officers.

The Judicial Council adopts the branch budget for presentation to the Governor and the Legislature. Once the other two branches appropriate funds, the council allocates these resources after considering recommendations, reviewing options, and discussing the distribution plan in open session.

Based upon input and recommendations from the advisory committees, task forces, commissions and working groups, the council also regularly sets goals and priorities for the branch. These guide the ongoing policy determinations and actions of the council, as well as the work of the Administrative Office of the Courts in its implementation of council directives.

## THE ADMINISTRATIVE OFFICE OF THE COURTS

Based in San Francisco, the Administrative Office of the Courts is responsible for implementing the council's policies and for a variety of programs and services designed to assist and support the courts directly in their operations and in



improving access to justice. Legislation over the past 15 years has changed the structure of the state judicial branch and dramatically increased the AOC's roles and responsibilities. In addition to its headquarters in San Francisco, the AOC maintains regional offices in Burbank, Sacramento and San Francisco focused on meeting the needs of courts in the individual regions.

Among its activities, the AOC provides for the courts: 1) a renowned educational division; 2) direct services, resources, and support for planning, grant administration, civil case coordination, appointed counsel, judicial assignments and other activities; 3) an integrated program of budget planning, asset management, accounting, procurement, and contract management; 4) human resources services; 5) information services for existing and projected needs; 6) a nationally recognized center focused on families, children, and the courts; 7) legal services, including advice to the council and its committees, rule-drafting, and legal representation and advice for courts; and 8) an office of governmental affairs to advocate for and provide information about branch budget and legislative matters to the legislative and executive branches. The AOC also oversees nearly 450 existing court buildings, the court facilities master plan, and new courthouse construction.

## THE POSITION

The Administrative Office of the Courts plays a pivotal role in the administration of justice in California – it implements the policy directives of the statewide policy-setting entity for the courts and provides essential support and services to the individual courts, all with the goal of providing fair and accessible justice for all Californians. As the leader of the AOC, the Administrative Director is responsible for day-to-day operations that realize the council's decisions and goals and meet the needs of the local courts, and also assists the Council in considering options and developing and adopting goals and policies. The Administrative Director interacts with a variety of constituencies and must be comfortable with and confident about integrating, employing, and responding to numerous streams of information and sometimes conflicting demands. This individual must be capable of formulating and implementing plans in a timely and efficient manner once goals have been set by the council. These abilities are of particular importance now given the hard choices that will have to be made due to the ongoing budget crisis in California and its adverse consequences for the judicial branch.

The Administrative Director manages, inspires, and leads a complex organization charged with implementing and executing the Judicial Council's statewide oversight of the judicial branch and providing critical services for the courts. This responsibility requires frequent and intensive interaction by the AD with the Chief Justice and members of the council in order to help develop and then transmit the council's vision and directions to the AOC's executive team and employees so they may employ them in assisting the courts. Similarly, the AD continually interacts with the trial courts not only to assist in communicating the council's goals and priorities, but also to ensure that the service the Administrative Office provides is responsive to local court needs and those needs are communicated effectively to the council. The Administrative Director advocates for the branch with the legislative and executive branches and interacts on behalf of the council and the Chief Justice with various constituencies, including the bar, law enforcement, business, unions, and others interested in the administration of justice.

As a non-voting member of and secretary to the Council, the Administrative Director assists the council in critical decision-making related to overall branch policies, administration, and operations. The task of realizing those decisions falls in large part to the Administrative Office of the Courts, and the Administrative Director is engaged in overseeing the development of methodologies to ensure that the council's decisions are implemented appropriately. The Administrative Director reports to and is accountable to the Judicial Council and its Chair for all of his or her actions.

He or she engages with the other branches of government on behalf of the branch, as well as with the judges and staff within the branch. As such, the director must have a clear understanding of people, politics, and the basic role of an impartial, independent judicial branch in state governance. Similarly, the Administrative Director often interacts with state and local bar associations, civic groups, news media, and other private and public groups and entities that have an interest in administration of justice.

## THE IDEAL CANDIDATE

The position of Administrative Director requires someone who enjoys problem-solving, has vision, can both lead and implement the directions of others, and can ensure that the day-to-day operations of the Administrative Office of the Courts are running smoothly and efficiently, particularly in an atmosphere of reduced budgets and staff.

The ideal candidate will have had a highly successful career demonstrating strong leadership and management skills. The successful candidate must have experience in balancing competing demands, the ability to set priorities, a strong commitment to providing accountability, and also be able to offer creative solutions to the challenges facing California's judicial branch. He or she must excel at communicating with different audiences, have excellent political sense, and be able to work collaboratively with judges, lawyers, legislators, and staff at every level. Only individuals with impeccable ethics and integrity will be considered. This position requires someone who is smart, intuitive, courageous, self-confident, capable of listening and learning, and ready for the unexpected.

The ideal candidate should have a strong track record of success and leadership in:

- Financial operations; including fiscal management and budgetary control in a complex, large budget environment;
- Legislative advocacy and coalition building with varied constituencies;
- Delivering services, and developing improvements and efficiencies;
- Strategic planning: capacity to meet current changes in condition while retaining focus on longer term goals. Fiscal realities may require reductions and realignment in budget and staff, call for innovations in court administration, and necessitate reconsideration and redirection of resources services to the courts to meet current court needs and public demands — all balanced with enhancing fundamental values and long term goals integral to the branch's operations and the administration of justices;



- Collaboration: the ability to partner with the Chief Justice and Judicial Council, the courts, the management team, Legislature and Executive branches, the State Bar, and interested constituencies to provide the highest level of service and to preserve the administration of and access to justice for all Californians;
- Communications: skill in communicating within the branch, with branch partners, the media, the public, and the other branches of government; and skill in listening; and
- Management: responsibility for a large and complex statewide organization engaged in a numerous diverse programs; create and oversee a skilled, experienced, and reliable management team.

The ideal candidate will be aware that California's economic situation has required and may continue to require the branch to participate in additional budget reductions occurring statewide, while at the same time seeking to ensure adequate funding statewide to provide fair and effective justice for all. Like the council and other branch leaders, the ideal candidate is committed to the impartiality of the Judicial Branch, to its ability to provide fundamental services expected of this third branch of government, and to the branch's continued ability to manage its resources to best serve the public while remaining appropriately accountable and deserving of the public's trust.

## THE SELECTION PROCESS

This is a **confidential recruitment** and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references **will not** be contacted until mutual interest has been established. Candidates are encouraged to **apply immediately, with the first review of résumés to begin following the closing date of Friday, April 27, 2012**. This recruitment is considered open until filled or until the Judicial Council's needs are met. **Electronic submittals are strongly preferred and should be submitted to Ralph Andersen & Associates at [apply@ralphandersen.com](mailto:apply@ralphandersen.com)**. Submissions should include a compelling cover letter, comprehensive résumé, salary history, and professional references.

Ralph Andersen & Associates will work directly with the Judicial Council to conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. Only the top tier of candidates will be invited to interview with the Council in late May 2012. It is anticipated that the newly-selected Administrative Director will join the Administrative Office of the Courts in July 2012, or a mutually agreeable date. Confidential inquiries are welcomed to Robert Burg or Heather Renschler, Ralph Andersen & Associates, at (916) 630-4900. Candidates are encouraged to further research the Judicial Branch of California's website at [www.courts.ca.gov](http://www.courts.ca.gov).



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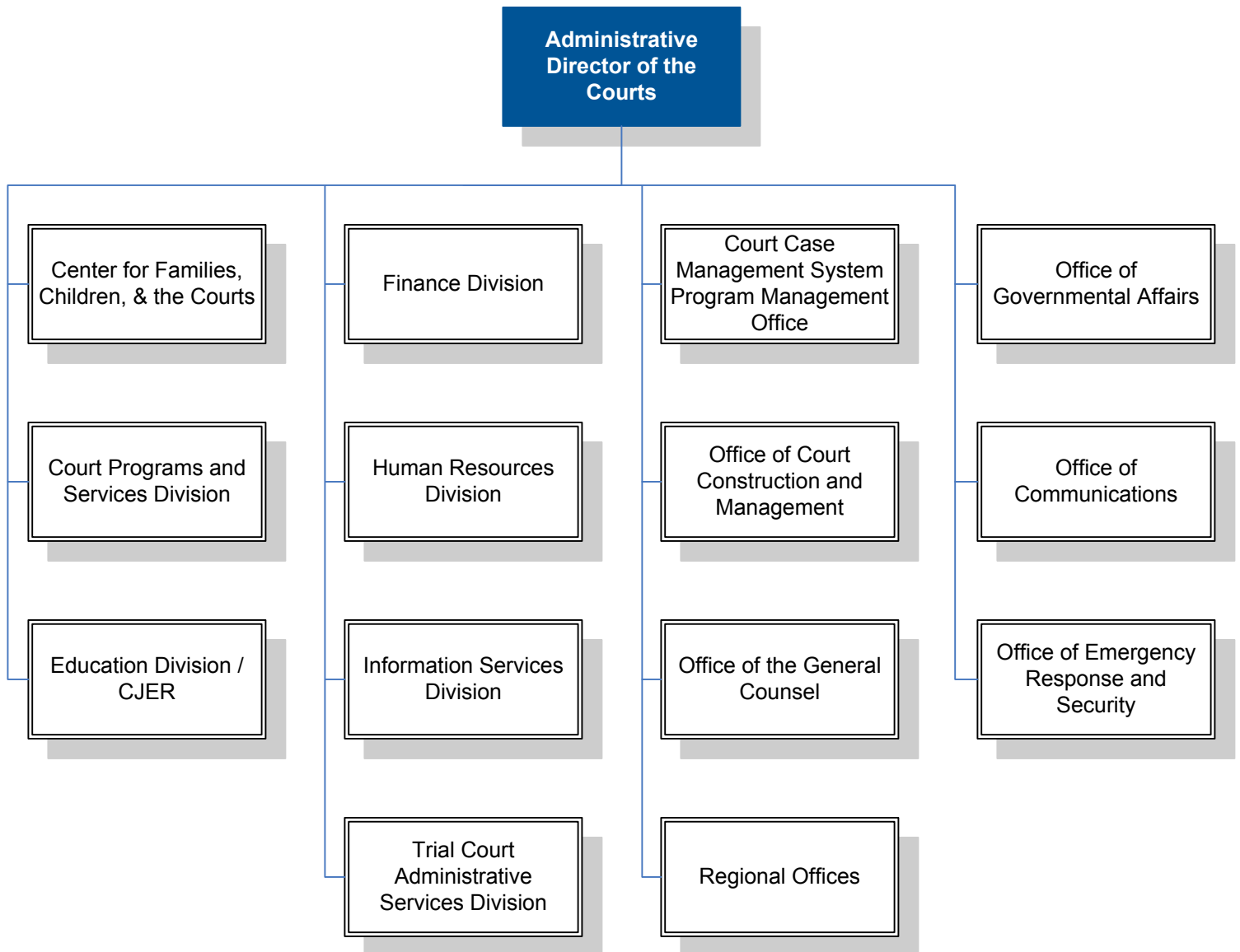
*The Judicial Council of California is an equal employment opportunity employer and encourages all qualified individuals to submit an application for this exceptional career opportunity.*



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## ORGANIZATIONAL CHART





## COMPENSATION AND BENEFITS

The Judicial Council of California provides a competitive compensation package with salary of up to \$227,196, including a generous executive benefits package. Contact Ralph Andersen & Associates for more details on the benefits package.

## QUALIFYING EXPERIENCE AND EDUCATION

**Experience:** The ideal experience for this position would include a minimum of ten (10) years of significant management experience in an administrative capacity in a court system with similar complexities. Other public sector candidates with public agency experience may also be considered, if they can demonstrate a successful track record of increasingly responsible experience as a "generalist" at the executive level in a comparable sized organization. Generalist candidates will also need to demonstrate a keen understanding of the court system and legal matters in order to be competitive.

**Education:** A Bachelor's degree from an accredited college or university is required. A degree in law or an advanced degree in judicial administration, public administration, business administration, or a related discipline is desired.

**Review and Evaluation of Qualifications:** Working with Ralph Andersen & Associates, the Judicial Council will give serious consideration to all qualified candidates that apply who have a proven track record of success. The review and evaluation of qualifications will be at the discretion of the Council, based on the most appropriate combination of experience and education that fits the needs of the California judiciary.



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